



## MEMORANDUM

**TO:** Honorable Alex Penelas, Mayor  
Honorable Chairperson Barbara Carey-Shuler, Ed.D.  
and Members, Board of County Commissioners

**DATE:**

**FROM:** George M. Burgess  
County Manager

**SUBJECT:** Gainsharing Agreement  
Close-outs for Fiscal  
Year 2002-03

I am pleased to present the year-end results of our gainsharing agreements with the employees of Corrections and Rehabilitation (C&R) Food Service Bureau and our Park and Recreation Marinas. These savings programs, which have a proven record of success over the past several years, were developed in conjunction with the Efficiency and Competition Commission (ECC), and have been previously endorsed by the Board. I am also including in this report the final year results of the Water and Sewer Department's (WASD) Partnership Optimizing WASD's Efficiency & Reengineering (POWER) Program. On December 12, 2003, we will be distributing gainsharing bonuses to all eligible employees. Details of performance under the agreements follow.

### Corrections and Rehabilitation Food Service MOU

The Board approved the original Corrections Food Service Bureau MOU on July 21, 1998. The agreement required that the Bureau provide inmate meals at a price competitive with private industry bids. Over the course of the agreement, the Food Service employees produced savings of \$3.5 million for the County.

Fiscal year 2001-02 represented the final year of the agreement. We established a new agreement based on a detailed survey of inmate food service costs throughout the state. The results of the survey, which we adjusted for our environment, indicate a highly competitive market for inmate food services. The survey benchmark was nearly identical to the Food Service Bureau's actual performance the last several years. In other words, our Food Service operation is just as efficient as private providers. While total expenditures for the Food Services Bureau were under budget, the gainsharing target was slightly exceeded by \$0.018 per meal (or \$153,500 in total). The Food Service employees should be commended yet again for their hard work and tenacity, and for yet another year of proven performance consistent with industry standards.

### Park and Recreation Marinas MOU

Fiscal year 2002-03 completed the third year of the Marinas MOU. Under the agreement, the Marinas were to produce minimum net revenues of \$2.1 million, commensurate with competitive private sector proposals. Marina employees surpassed this goal, mostly due to increases in slip utilization, by \$843,227. On December 12, 2003, we will distribute gainsharing bonuses to 43 eligible employees in amounts of up to \$4,000, the cap under the MOU. The total amount to be distributed is approximately \$82,000.

Under this gainsharing agreement, the Marinas have built up a capital reserve by greatly exceeding their financial performance pledge. They have begun utilizing the savings for capital improvement

projects, including the purchase of a new ferry for the Pelican Marina and Island, demolition of old structures and new landscaping at the Pelican Marina, construction of a sewer line at the Haulover Marina, and the initiation of the design/permitting stage for the Haulover and Pelican dockmaster's buildings. I am very pleased to see these "profits" re-invested in County assets.

Water and Sewer Efficiency Program – POWER

Resolution R229-98 endorsed the creation of a WASD efficiency program to enable the department to be more competitive with the private sector. The resolution requested that WASD create an employee participation program that would hold rates steady for a five year period, and that would encourage employee participation and provide them an opportunity to share in any resulting savings. WASD did manage to maintain rates during the program period, and we have completed our review of the last fiscal year.

Throughout fiscal year 2002-03, WASD management, labor unions and line employees worked together in teams to evaluate and implement a number of new projects. Upon review, these projects (and projects eligible from previous fiscal years) combined to create a gainsharing pool of approximately \$3.5 million. In accordance with Resolution R229-98 and the Board's November 4, 2003 authorization, we will distribute 25% of the savings (\$892,000) to 2300 employees on December 12, 2003. An employee eligible for a full bonus will receive \$398.

I hope to return to the Board in the near future seeking its endorsement of a new gainsharing agreement for WASD employees. The new program will build on the past success of empowering employees, but will be consistent with my *results oriented* management philosophy. The new MOU will be performance based and will link to its Business Plans. It is my goal to establish a department-wide program with WASD that can be replicated in other areas of the County.

Please join me in congratulating all the employees of Corrections, Parks, and WASD who have worked hard over the years to make these programs a success.

c: County Manager's Assistants  
Efficiency and Competition Commission  
Charles McRay, Acting Director, Corrections and Rehabilitation  
Vivian Donnell-Rodriguez, Director, Park and Recreation  
Bill Brant, Director, Water and Sewer Department  
Jay Staley, President, AFSME Local 121 (WASD)  
Richard Ellis, President, Government Supervisors Association of Florida  
Honorable Joseph P. Farina, Chief Judge, Eleventh Judicial Court  
Honorable Harvey Ruvin, Clerk of Courts  
Robert Ginsburg, County Attorney  
Robert Meyers, Executive Director, Commission on Ethics and Public Trust  
Chris Mazzella, Inspector General  
Department Directors  
Eric McAndrews, Chief Legislative Analyst